



**WORLD CONFERENCE
ON QUALITY
& IMPROVEMENT**

2024

Ambidextrous Leadership

**OPEX and Agile Mindset
working together in
Business Environment**

Alberto Pezeiro

CEO & Founder – SETA Training & Consulting

Learning Objectives

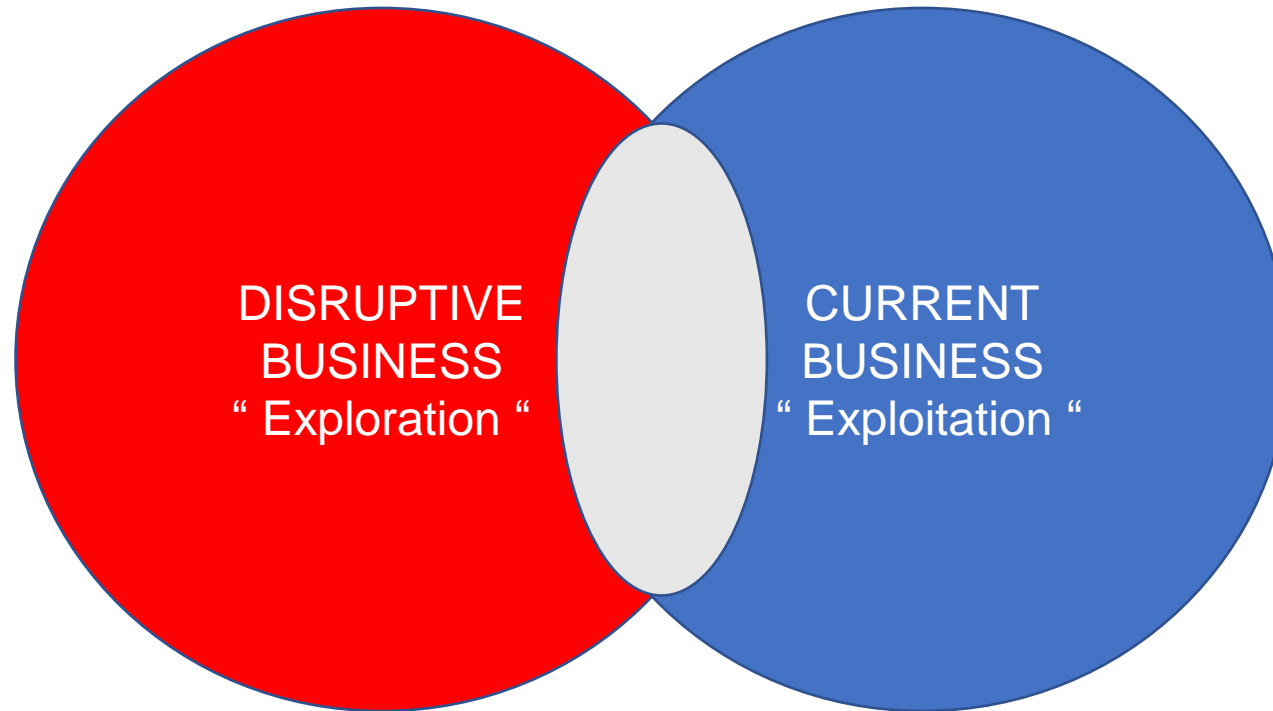
In this session you will:

- Become familiar with **ambidextrous approach** using OPEX and Agile as complementary mindsets in Business Environment
- Understand how the use of Agile Mindset together with traditional OPEX impacts **Leadership Development** in the Organization
- Know which companies are applying both approaches to enhance business results and people development – **lessons learned**

About Speaker : Alberto Pezeiro

- ASQ Senior Member since 1993
- ASQ CQE; CQA; OE CQMgr
- CERTIFIED MBB by GE (2001)
- CEO & Founder – Seta Training and Consulting – US\$40MM since 2004
- Trained thousands of LSS GB, BB and MBB's since 1998
- Lean , Six Sigma and Agile Mindset Implementation Facilitator
- Leadership Training Facilitator
- Corporate Universities Instructor : GE Crotonville ; Motorola University ; Daimler Corporate Academy
- Worked at GE Plastics Latin America (Commercial Director) , GE Corporate Latin America (Head Learning & Development and MBB)
- Previously worked at Quality Department at Ford and VW in Brazil

Ambidextrous Organizations (Michael Tushman & Charles O'Reilly)

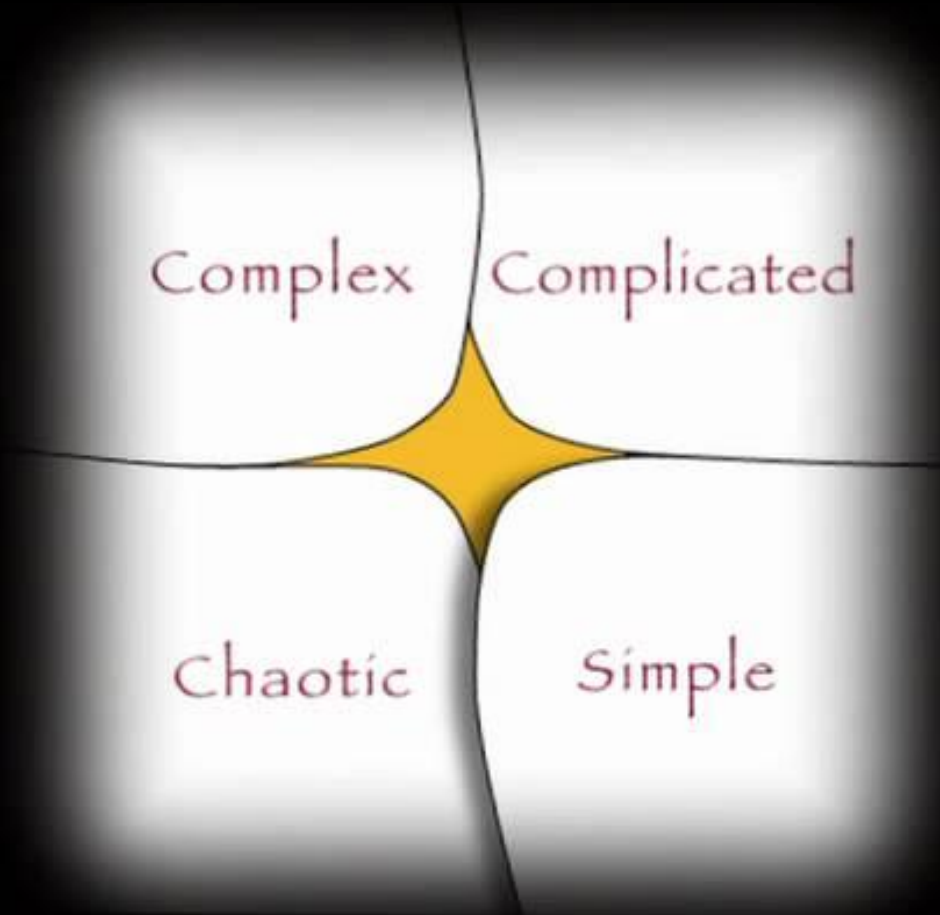


CREATE SOMETHING NEW

STRENGTHEN WHAT YOU HAVE

Cynefin Framework

David Snowden



CYNEFIN

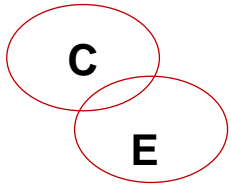
- Created by David Snowden
- It's a welsh word
- It's a Leader's framework for decision making / problem solving / judgement

SENSE MAKING / DECISION TAKING / PROBLEM SOLVING

Unordered / Non Stable / Unpredictable Ordered / Stable / Predictable

COMPLEX

$$Y: f(x_1, x_2, x_3, \dots, x_n)$$



Cause & Effect Relationship exists, but it is too complex to be defined

CHAOS

$$Y \neq f(x)$$

$$C \neq E$$

There is no Cause & Effect correlaton

COMPLICATED

$$Y: f(x_1, x_2, x_3)$$

$$C \longrightarrow E$$

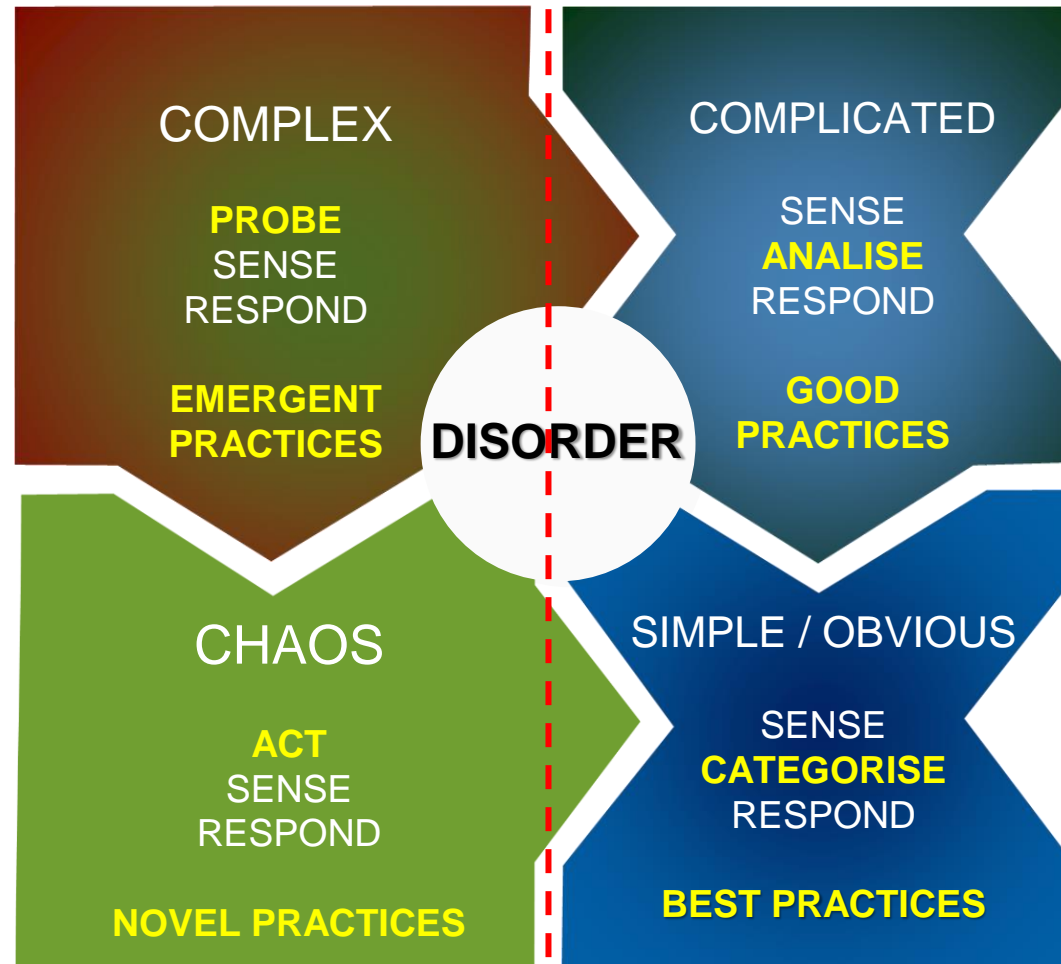
Cause & Effect Relationship is complicated, but can be studied and defined

SIMPLE

$$Y: f(x)$$

$$C = E$$

Cause & Effect Relationship is simple / obvious and known



A good example – Government reaction to Covid pandemy

COMPLEX

DOMAIN OF
CREATIVES



COMPLICATED

DOMAIN OF
EXPERTS

Disorder
We don't know what to do

Conduct social
Face masks sh

a new vaccine
ce new contaminations

CHAOS

DOMAIN OF
RAPID
RESPONSES



SIMPLES / OBVIOUS

DOMAIN OF BEST
PRACTICES

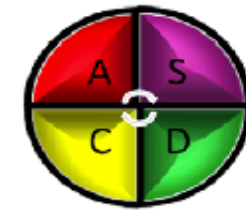
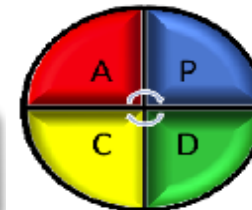
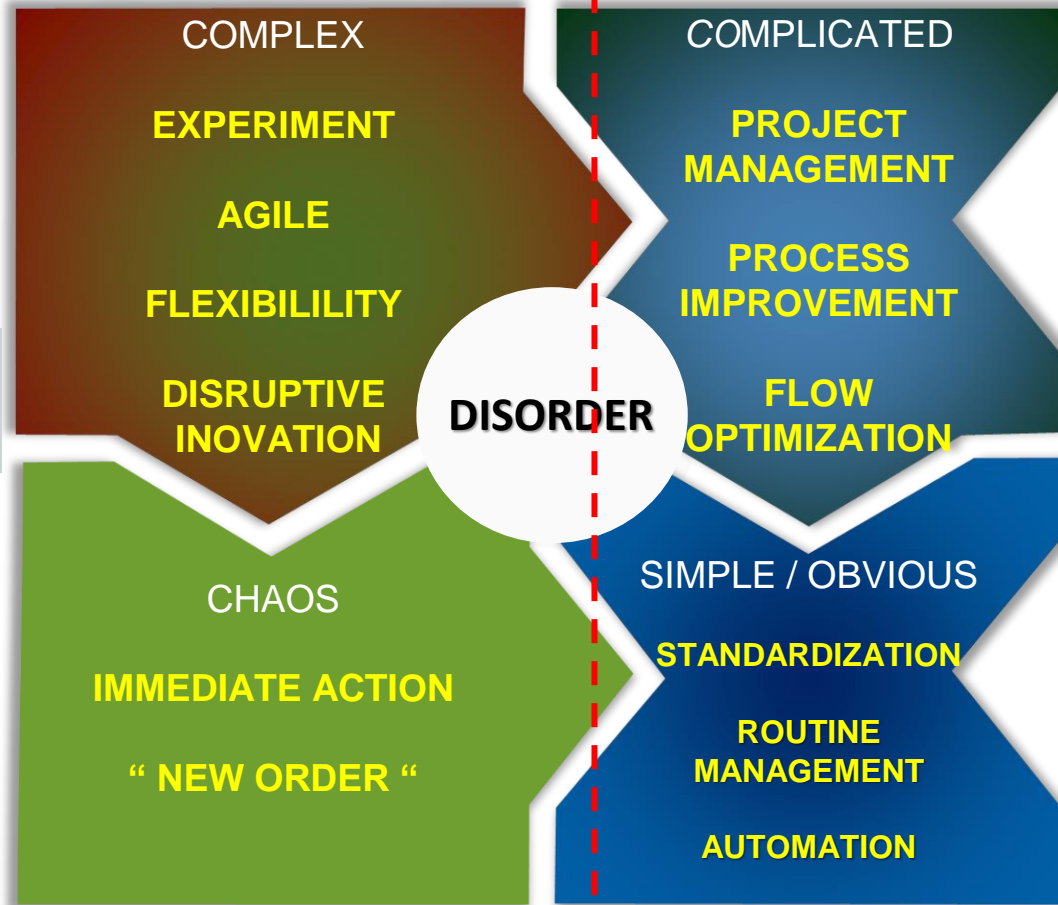
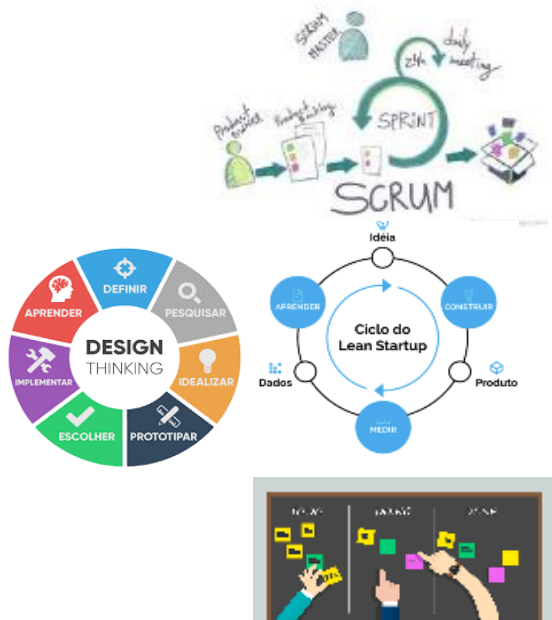
Crisis Management - Create brand new rooms to treat COVID patients

Create new protocols to treat at Hospitals patients suspect to have COVID

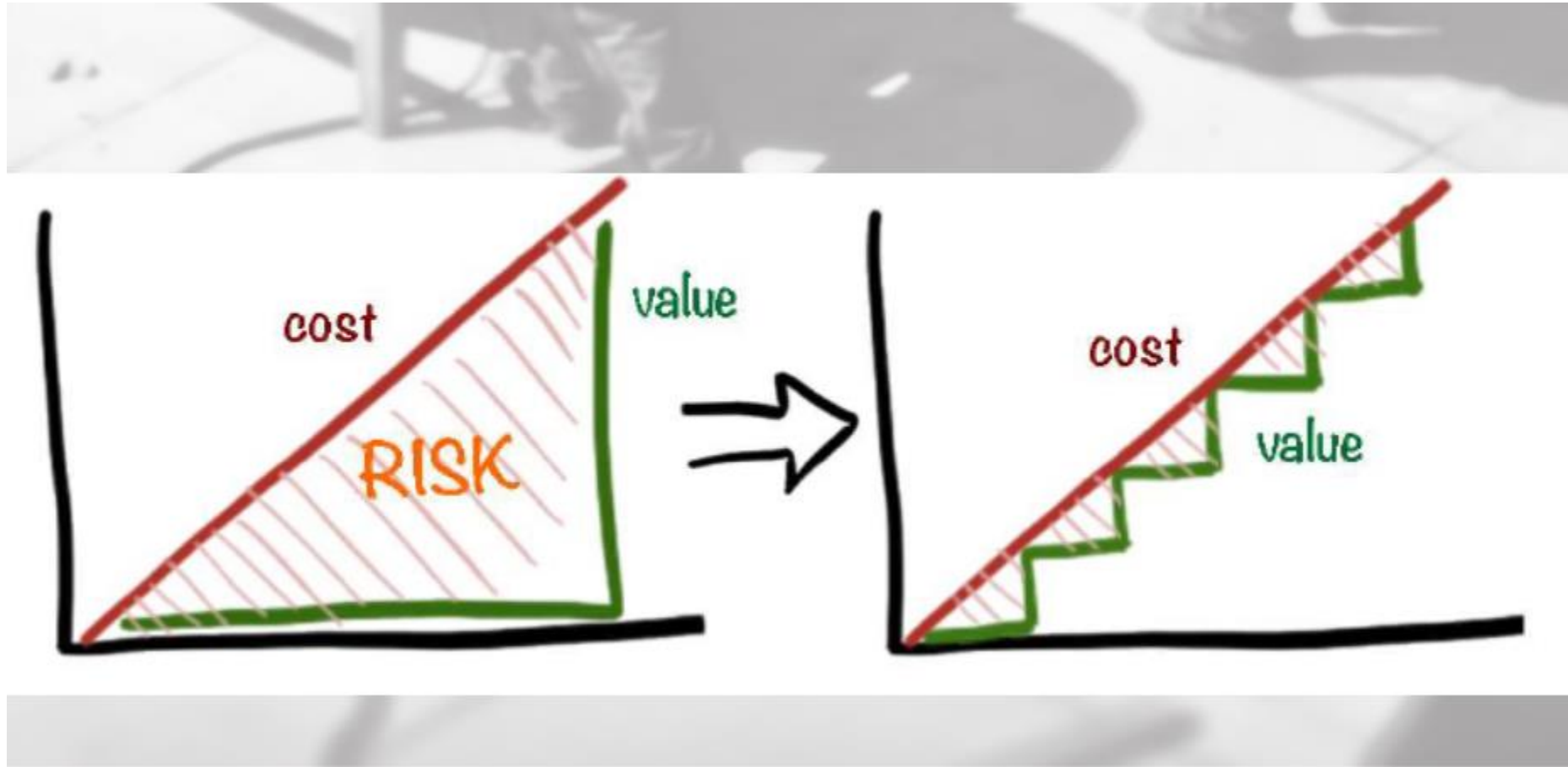
CORRELATION WITH OPEX AND AGILE METHODOLOGIES AND FRAMEWORKS

Unordered / Non Stable /
Unpredictable

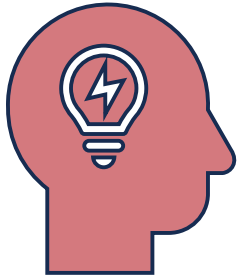
Ordered / Stable /
Predictable



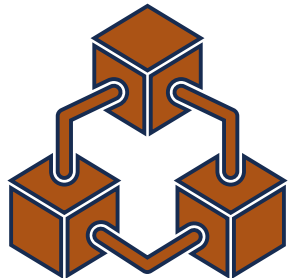
Traditional OPEX and CAPEX Project Management x Agile



ANALITICAL MODEL



EMPIRICAL MODEL



AMBIDEXTROUS ORGANIZATION MODELS

STRUCTURAL – distinct areas take care of exploitation and exploration separately .

Business units adopt one or the other

CONTEXTUAL – understand that there is convergence and possible synergy between *exploitation* and *exploration*.

Business Units quickly adjust to the environment by combining both.



AMBIDEXTROUS ORGANIZATION MODELS

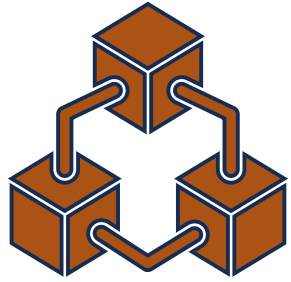
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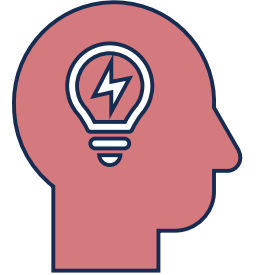




AGILE LEADERSHIP

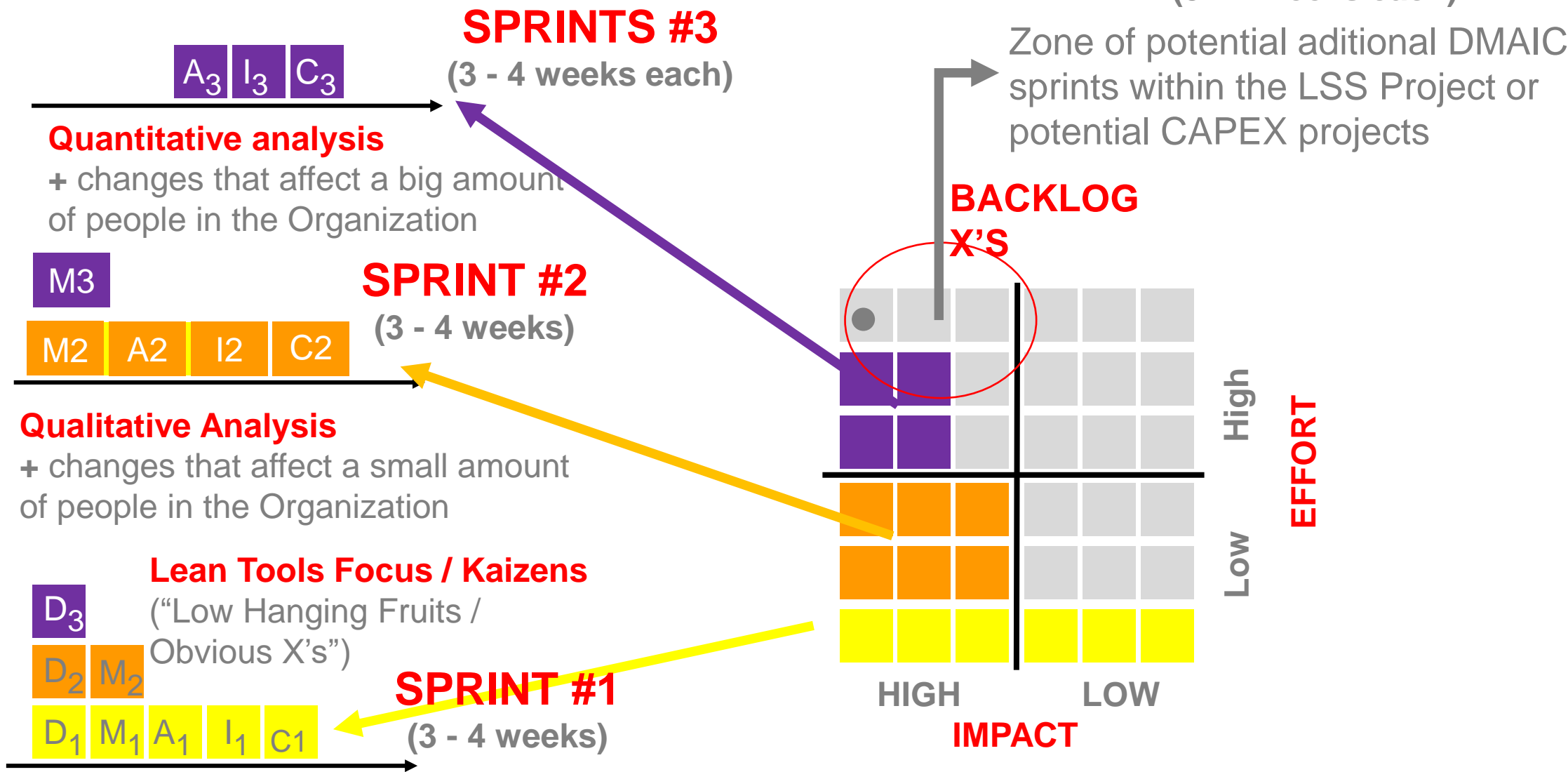
- **INSPIRING PURPOSE**
- **INNOVATION**
- **ITERATIVE INCREMENTAL**
- **FLEXIBILITY AND ADAPTABILITY**
- **SOCIAL GROUPS**
- **CREATIVITY**

EXECUTIVE LEADERSHIP



- **GOALS AND OBJECTIVES**
- **PROCESS / PATTERNS**
- **ANALYTICAL / LOGICAL**
- **PLANING**
- **FORMAL ORGANIZATION STRUCTURE**
- **DISCIPLINE**

LSS + Agile



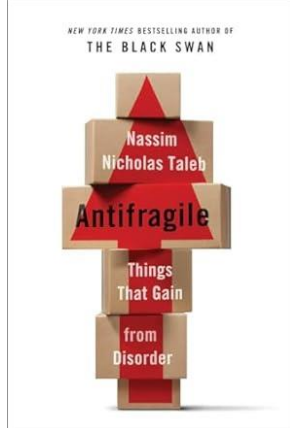
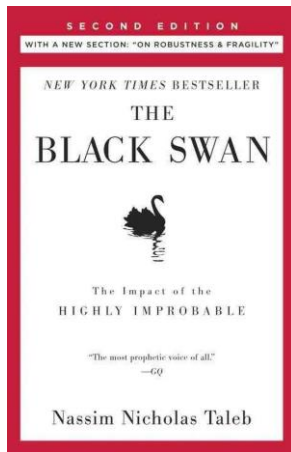
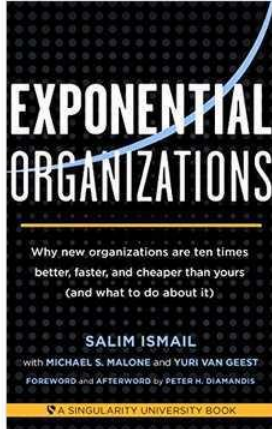
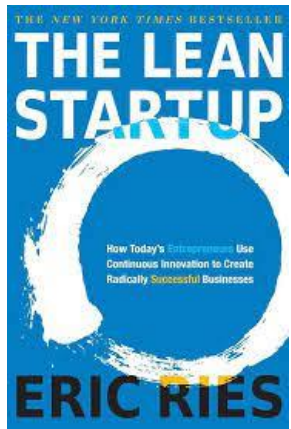
At the end of each Sprint tangible results over process and / or KPI must be presented



FOR WHOM WANTS TO GO DEEPER

Unordered / Non Stable /
Unpredictable

Ordered / Stable /
Predictable



COMPLEX

EXPERIMENT

AGILE

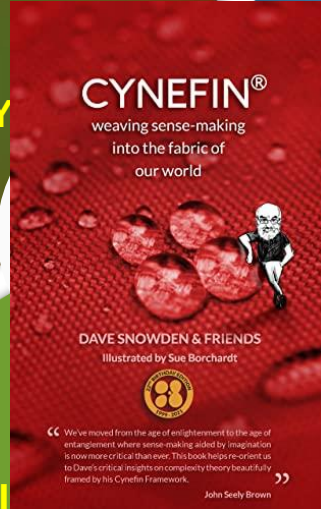
FLEXIBILITY

DISRUPTIVE INNOVATION

CHAOS

IMMEDIATE ACTION

“NEW ORDER”



COMPLICATED

PROJECT MANAGEMENT

PROCESS PROPEMMENT

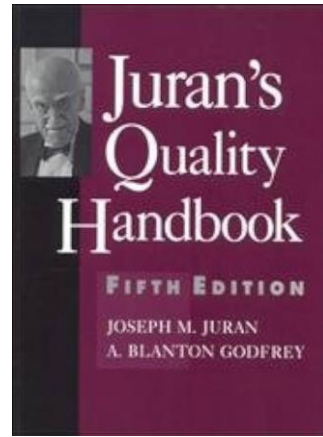
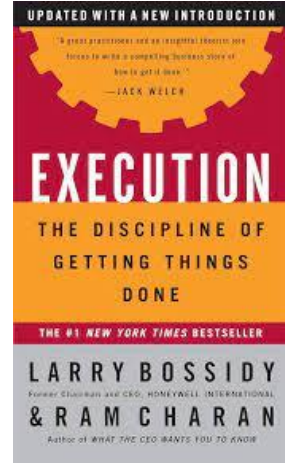
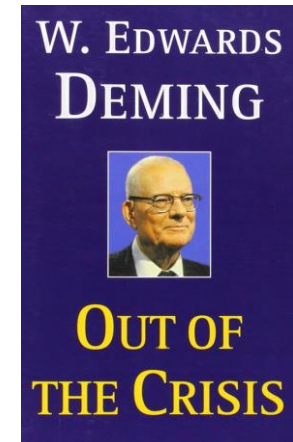
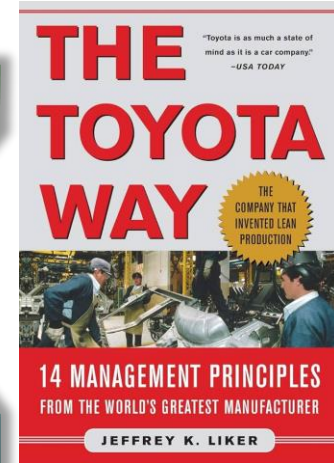
FLOW OPTIMIZATION

PLE / OBVIOUS

STANDARDIZATION

ROUTINE MANAGEMENT

AUTOMATION



Take-aways

Through this session, you should have:

- Become familiar with **AMBIDEXTROUS ORGANIZATIONS**
- Understand how to use traditional **OPEX** methodologies together with **AGILE** Mindset and frameworks
- Learn to enhance **Leadership Skills** through OPEX and Agile initiatives

**AT THE END OF THE DAY
IT'S ALL ABOUT
BUSINESS**



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2024

Thank You

Questions?



Alberto Pezeiro
CEO & Founder - Seta |
Agile and Lean Facilitator...

